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Programme planning

Consolidated changes to the biennial programme plan as reflected in the proposed programme budget for the biennium 2016-2017 and proposals to improve the implementation of results-based budgeting

Report of the Secretary-General***

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Chapter I

Consolidated changes to the biennial programme plan as reflected in the proposed programme budget for the biennium 2016-2017

A. Overview

1. In its resolution 69/17, the General Assembly adopted the biennial programme plan and priorities for the period 2016-2017 (A/69/6/Rev.1). It is recalled that the Assembly, in its resolution 58/269, requested the Committee for Programme and Coordination, in performing its programmatic role in the planning and budgeting process, to review the programmatic aspects of new and/or revised mandates subsequent to the adoption of the biennial programme plan, as well as any differences that arose between the biennial programme plan and the programmatic aspects of the proposed programme budget. The present report has been prepared in response to that request.

B. Proposed programme budget for the biennium 2016-2017

2. In line with rule 104.8 of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8), and on the basis of new and/or revised mandates, revisions to the biennial programme plan for the period 2016-2017 are proposed under programme 8, Least developed countries, landlocked developing countries and small island developing States; programme 19, Economic and social development in Western Asia; and programme 25, Management and support services.

3. The information in the present consolidated document has been prepared for review by the Committee for Programme and Coordination and the General Assembly. For each affected programme, introductory information is provided, including references to the new and/or revised mandates that give rise to the programmatic adjustments.

4. It is understood that any subsequent modifications to the programme narratives will be taken into account by the General Assembly at its seventieth session when it reviews the proposed programme budget for the biennium 2016-2017.

Programme 8
Least developed countries, landlocked developing countries and small island developing States

5. Modifications to the biennial programme plan for the period 2016-2017 take into account the decisions emanating from General Assembly resolutions 69/137, by which the Assembly endorsed the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014-2024, and 69/15, by which the Assembly endorsed the outcome document of the third International Conference on Small Island Developing States, entitled "SIDS Accelerated Modalities of Action

(SAMOA) Pathway". As a consequence, revisions are proposed to programme 8, Least developed countries, landlocked developing countries and small island developing States, of the biennial programme plan for the period 2016-2017 under overall orientation, specifically the first two paragraphs, as well as under subprogramme 2, Landlocked developing countries, and subprogramme 3, Small island developing States.

Overall orientation

6. The legislative authority for the programme derives from General Assembly resolutions: resolution 56/227, whereby the Assembly decided to establish the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States; resolution 65/280, whereby the Assembly endorsed the Istanbul Declaration and the Programme of Action for the Least Developed Countries for the Decade 2011-2020; resolution 58/201, whereby the Assembly endorsed the Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries and the Almaty Declaration; resolution 63/2, whereby the Assembly adopted the outcome document of the high-level meeting of the sixty-third session of the Assembly on the midterm review of the Almaty Programme of Action; resolution 69/137, whereby the Assembly endorsed the Vienna Programme of Action for the Landlocked Developing Countries for the Decade 2014-2024; resolution 59/311, whereby the Assembly endorsed the Mauritius Declaration and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States; and resolution 69/15, whereby the Assembly endorsed the "SIDS Accelerated Modalities of Action (SAMOA) Pathway" (Samoa Pathway).

7. The mandate of the programme covers four main elements:

(a) Mobilization and coordination of international support and resources for the effective implementation of: (i) the Istanbul Programme of Action for the Least Developed Countries for the Decade 2011-2020; (ii) the Vienna Programme of Action for the Landlocked Developing Countries for the Decade 2014-2024; and (iii) the Samoa Pathway;

(b) Enhanced monitoring and follow-up to the three programmes of action;

(c) Awareness-raising and advocacy with respect to the three groups of countries (least developed countries, landlocked developing countries and small island developing States) and their respective programmes of action;

(d) Reporting on the implementation of the programmes of action as effective tools for reaching the international development goals of the three groups of countries.

8. The programme will also contribute to achieving the internationally agreed development goals, including those contained in the United Nations Millennium Declaration and in the post-2015 development agenda and the sustainable development goals and in the outcomes of major United Nations conferences and international agreements. It will mobilize international support in favour of its three groups of constituencies in the areas of capacity-building and increased technical and financial resources in promoting sustained growth and sustainable development.

Gender mainstreaming and women's empowerment are an important dimension in the implementation of the three programmes of action.

9. The overall programme of work of the Office of the High Representative is designed around three interdependent and complementary subprogrammes, namely, subprogramme 1, Least developed countries, subprogramme 2, Landlocked developing countries, and subprogramme 3, Small island developing States.

10. The Office of the High Representative will use a combination of the following approaches and strategies:

(a) Raising awareness and advocating that the concerns of the three groups of countries be placed high on the global development cooperation agenda, to maintain the focus on their special needs;

(b) Monitoring and follow-up to foster supportive policies in groups of countries in special situations and their development partners in accordance with their respective programmes of action and other internationally agreed development goals, including the post-2015 development agenda and the sustainable development goals;

(c) Working with development partners, United Nations system organizations and other international and regional organizations, as well as parliaments and civil society, to ensure the mainstreaming of priorities identified in each of the three programmes of action at the national level, enhancing coherence between global policies and national strategies;

(d) Undertaking capacity-building of the three groups of countries towards the effective implementation of the programmes of action at the national level;

(e) Building partnerships towards the implementation of the three programmes of action and promoting South-South cooperation in various areas for the benefit of the countries in the three groups;

(f) Reaching out to all stakeholders, including partnerships with parliaments, civil society, foundations, the media, academia and the private sector, to enhance support for the three groups of countries;

(g) Maximizing synergies among the three subprogrammes, given the commonalities of problems and challenges of the countries in the three groups, including their structural weaknesses, their vulnerability to external shocks, the smallness of their economies, their marginal position in the world economy, their limited access to technology and their geographical disadvantages.

Subprogramme 2
Landlocked developing countries

Objective of the Organization: To enable landlocked developing countries to achieve the goals of the Vienna Programme of Action aimed at addressing their special needs, and the internationally agreed development goals, including the implementation of the post-2015 development agenda, through strengthened transit systems, productive capacities, diversification, industrialization, connection to value chains, and the enhanced mobilization of international support

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Timely and effective implementation of the Vienna Programme of Action	(a) Increased number of landlocked developing countries mainstreaming the Vienna Programme of Action into their national development strategies
(b) Improved capacity of landlocked developing countries to participate effectively in the international trading system through increased regional and subregional cooperation, improved legal framework, and strengthened transit cooperation and trade facilitation and structural economic transformation, including economic diversification and value addition	(b) (i) Increased number of specific trade facilitation initiatives implemented by landlocked developing countries, such as the standardization and simplification of procedures for border crossing, the freedom of transit, transparency, the reduction of fees, the use of single windows, and transit traffic agreements in accordance with the World Trade Organization (WTO) Agreement on Trade Facilitation (ii) Increased number of specific initiatives undertaken by the United Nations system and international organizations to improve the legal framework in transit and trade facilitation (iii) Increased number of reforms or initiatives on structural transformation in landlocked developing countries
(c) Increased international support to the follow-up to the Vienna Programme of Action and increased coordination of the United Nations system participation and support	(c) (i) Increased reference in new declarations, resolutions and decisions at the global and regional levels in favour of landlocked developing countries (ii) Increased number of joint initiatives undertaken by the United Nations system and international organizations that have a direct and positive impact on landlocked developing countries (iii) Increased number of initiatives on South-South and triangular collaboration by landlocked developing countries (iv) Increased number of initiatives on private sector collaboration by landlocked developing countries

Strategy

11. The strategy for the Landlocked Developing Countries Unit will focus on:

(a) Serving as a focal point for the United Nations system for the overall coordination of, mobilization for, monitoring and reporting on, the implementation of the Vienna Programme of Action and the attainment of internationally agreed development goals, including the post-2015 development agenda as related to landlocked developing countries;

(b) Raising awareness and advocating for the special needs of landlocked developing countries at the international and regional levels;

(c) Supporting landlocked developing countries at the national and regional levels for the effective mainstreaming of the Vienna Programme of Action into their national and regional development strategies;

(d) Mobilizing international support and resources and strengthening partnerships at the national, regional and global levels for the implementation of the Vienna Programme of Action;

(e) Undertaking research and analysis on the impact of "landlockedness" on economic growth and the effective participation of landlocked developing countries in international trade, and developing policy recommendations;

(f) Improving coordination of the United Nations system, other international, regional and subregional organizations, development partners and the private sector in the effective implementation of the Vienna Programme of Action.

Subprogramme 3
Small island developing States

Objective of the Organization: To enable small island developing States to foster achievement of the Samoa Pathway and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased recognition and awareness of the special case and vulnerabilities of small island developing States in the implementation processes of the Samoa Pathway at the national, regional and global levels	(a) (i) Increased reference in declarations, resolutions, decisions and provisions in support of the implementation of the Samoa Pathway (ii) Increased number of advocacy activities that have a direct and positive impact on small island developing States, including capacity-building workshops, meetings, briefings and publications (iii) Increased number of private sector organizations participating in events in support of the implementation of the Samoa Pathway

(b) Enhanced international support to small island developing States in implementing the Samoa Pathway, and in adapting to and mitigating climate change	(b) Increased number of development partners that pledge support for small island developing States, including through the climate change financing mechanisms, such as the Green Climate Fund, the Global Environment Facility, the Climate Investment Funds and outcomes of the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change
(c) Enhanced inter-agency collaboration and partnerships in support of small island developing States	(c) Increased number of joint programmes and activities by development partners, the United Nations system, the private sector, academia and non-governmental organizations that have a direct and positive impact on small island developing States, including capacity-building workshops, and technical and financial assistance
(d) Mainstreamed Samoa Pathway and issues related to small island developing States in the work programmes of the United Nations system	(d) Increased number of references to the Samoa Pathway in the strategic workplans, programmes and decisions of the governing bodies of the United Nations system entities
(e) Enhanced coherence of United Nations processes on the issues of small island developing States in the United Nations processes, including at the national, regional and global levels	(e) Increased number of consolidation of the United Nations processes on small island developing States

Strategy

12. The strategy of the Small Island Developing States Unit will focus on:

(a) Actively promoting awareness of the issues and the special case of small island developing States through consistent advocacy internationally;

(b) Advocating and mobilizing international support towards the implementation of the Samoa Pathway and other internationally agreed goals;

(c) Supporting the building of partnerships towards the implementation of the Samoa Pathway;

(d) Supporting the enhancement of the coherence and active participation of the United Nations system, other international organizations, subregional and regional organizations, the private sector and civil society in the implementation of the Samoa Pathway and the post-2015 development agenda.

Legislative mandates

13. The following are added to the list of legislative mandates:

Subprogramme 2
Landlocked developing countries

General Assembly resolution

69/137 Programme of Action for Landlocked Developing Countries for the Decade 2014-2024

Subprogramme 3
Small island developing States

General Assembly resolution

69/15 SIDS Accelerated Modalities of Action (SAMOA) Pathway

Programme 19
Economic and social development in Western Asia

14. Pursuant to Economic and Social Commission for Western Asia resolution 315 (XXVIII), endorsed by the Economic and Social Council in its resolution 2014/35, the name of subprogramme 4, "Information and communications technology for regional integration", is being revised to "Technology for development and regional integration".

15. The change in the name has no impact on the mandates of subprogramme 4 of programme 19 of the biennial programme plan for the period 2016-2017.

Programme 25
Management and support services

A. Headquarters

16. In December 2014, the General Assembly, in section II of its resolution 69/262, concerning information and communications technology in the United Nations, endorsed the new information and communications technology (ICT) strategy. As a consequence, revisions are proposed to programme 25, Management and support services, of the biennial programme plan for the period 2016-2017 under overall orientation, specifically paragraph 25.13 of A/69/6/Rev.1, as reflected in paragraph 20 below, as well as under subprogramme 3, Human resources management, subprogramme 4, Support services, subprogramme 5, Information and communications technology strategic management and coordination, and subprogramme 6, Information and communications technology operations.

17. Activities related to component 5, Human resources information systems, of subprogramme 3, Human resources management, are proposed for transfer to subprogramme 5, Information and communications technology strategic management and coordination.

18. Activities related to the provision of broadcast services are proposed for transfer from component 1, Facilities and commercial services, of subprogramme 4, Support services, to component 5, Broadcast and conference support, of subprogramme 6, Information and communications technology operations.

19. Further revisions are proposed to subprogramme 5, Information and communications technology strategic management and coordination, and subprogramme 6, Information and communications technology operations, in line with the decisions emanating from section II of General Assembly resolution 69/262.

Overall orientation

20. The Department will provide overall strategic direction and central leadership for the establishment and implementation of Organization-wide ICT and for planning and coordinating ICT activities Secretariat-wide including infrastructure and enterprise systems, with a view to achieving coherence and coordination in the area of ICT within the work of the United Nations and between the Secretariat and funds, programmes and specialized agencies of the Organization. The ICT strategy will aim to establish an environment and associated architecture to achieve an enterprise-wide approach that makes provision for operational autonomy and agility, where warranted, and supports a truly global harmonized environment that is secure, reliable, scalable and easily accessible. The Department will institute enterprise architecture, lead the strengthening of Umoja mainstreaming, information security and operational resilience and ensure that ICT programmes are aligned with the core work of the United Nations. The Department will provide central leadership in the implementation of the Organization-wide information and communications technology strategy as approved by the General Assembly in its resolution 69/262, as well as of security and architecture standards, and will ensure the efficient utilization of resources in the modernization of information systems and the improvement of the Secretariat-wide information and communications service.

Subprogramme 4
Support services

Component 1
Facilities and commercial services

Objective of the Organization: To ensure the efficient and effective functioning of the Secretariat with regard to office and conference facilities, assets management, travel and transportation, archives and records management, mail and pouch services and commercial activities

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced quality and timeliness of facilities services	(a) Increased proportion of services provided in accordance with established turnaround time
(b) Improved management of overseas facilities	(b) Increased proportion of capital maintenance programmes of offices away from Headquarters that are standardized, complete and up to date
(c) Operation of a property management system that is fully IPSAS-compliant	(c) Recognition by the Board of Auditors that the property management system is IPSAS compliant
(d) Savings achieved in travel costs for the Organization	(d) (i) Savings achieved as a result of the use of United Nations-negotiated airline discounts

	(ii) Increased percentage of air tickets purchased by the Organization at least two weeks before the commencement of the travel
(e) Improved efficiency and accountability through long-term management of and accessibility to authentic digital business records, archives and information	(e) Number of offices implementing an increased proportion of information systems that meet digital record-keeping standards consistent with and in support of United Nations information and knowledge management objectives
(f) Enhanced timeliness and reliability of mail and pouch services	(f) Increased percentage of on-schedule deliveries of pouch services

Subprogramme 5
Information and communications technology strategic management and coordination

Objective of the Organization: To support and ensure the successful implementation of all the elements of the ICT strategy with the aim of ensuring that the information and communications technology programmes support the work of the United Nations in the areas of peace and security, development, human rights and international law, among other mandates

Component 1
Technology management structures

Expected accomplishments of the Secretariat	Indicators of achievement
(a) The United Nations is in full compliance with ICT policies, procedures and guidelines, established processes and frameworks related to ICT governance	(a) Increased number of Organization-wide models and frameworks that together constitute effective technology management structures
(b) Establishment of technology services, infrastructure and systems that are aligned with standards and architecture	(b) Increased coherence of technology management structures inclusive of all offices, departments, economic commissions, tribunals and field missions of the United Nations

Strategy

21. The component is the responsibility of the Global Services Division. The component will focus on:

(a) Development and institutionalization of critical cross-domain technology policies;

(b) Monthly inventory of existing technology related contracts;

(c) Formulation, ratification and institutionalization of policies;

(d) Review of ICT systems, infrastructure and services to establish alignment with standards and architecture;

(e) Transition of ICT contracts to global enterprise agreements to support the global Secretariat.

Component 2
Alignment of technology with the core work of the United Nations

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Development of ICT services to better facilitate the work of the Member States	(a) (i) Increased satisfaction of Member States with ICT services (ii) Increased adoption of ICT tools by Member States
(b) Development of ICT programmes, services and infrastructure that facilitate the core work of the United Nations	(b) Increased number of technology strategies that are subordinate to the United Nations ICT strategy and aligned with the business strategies and priorities in the areas of peace and security, development, human rights and international law
(c) Implementation of communication strategies for ICT programmes within the Secretariat	(c) Increased coordination in the development of innovative ICT solutions

Strategy

22. The component will focus on the establishment of technology strategies that are aligned with the business strategies of the offices, departments, economic commissions, tribunals and field missions as they relate to the core work of the United Nations on peace and security, development, human rights and international law.

Component 3
Analytics and business intelligence

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Delivery of the technical components of analytics and business intelligence through the ICT service delivery framework, in particular through the enterprise applications centres	(a) (i) Establishment of standards for analytics and business intelligence systems and data to ensure access to and the integrity of information for informed decision-making across United Nations programmes (ii) Reduction in the use of non-standard analytics and business intelligence software
(b) Establish full visibility and governance of all analytics and business intelligence activities	(b) (i) Increased percentage of data governance best practices (ii) Consolidation of administration-related global data sources to support the delivery of quality data

(c) Effective analytics and business intelligence capabilities related to Umoja	(c) Establishment of a process to use analytics and business intelligence solutions to facilitate access to all information contained in Umoja to support effective, informed decision-making

Strategy

23. The component will focus on the establishment of a pervasive analytics and business intelligence capacity to provide concrete data analysis on specific topics and, more generally, to foster a culture of data-sharing within the United Nations system. The component will focus on the transitioning of analytics and business intelligence to an enterprise activity and on the establishment of solutions to support informed decision-making and to strengthen the information security programme of the United Nations with a view to improving its effectiveness and integrity.

Component 4
Application and website development and support

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Provide enterprise applications to eliminate the need for local solutions	(a) Increased number of common applications and services made available through enterprise applications centres
(b) Harmonize the technology landscape and reduce fragmentation by lessening the number of applications and websites throughout the United Nations	(b) (i) Reduction of websites globally (ii) Reduction of applications globally
(c) Increase compliance with technology standards, guidelines and methodologies as well as with ICT policies and enterprise architecture through the service delivery framework	(c) Increased number of enterprise solutions complying with technology standards, guidelines and methodologies
(d) Improve human resources information systems	(d) All Inspira modules, including recruitment, performance management, learning and mobility, are stabilized and updated through regular enhancements and maintenance

Strategy

24. The component will focus on the following key areas:

(a) Operational support through ensuring the integrity and unified architecture of databases; maintenance of the central reporting system, facilitation of optimal access to data and evolvement of the reporting facility; enhancement of the central software distribution tool;

(b) Support for all resource management systems developed by the Office, including the more than 30 process automation applications presently used across the Secretariat;

(c) Provision of support data migration from legacy systems to Umoja;

(d) Development of data interfaces between legacy systems and Umoja;

(e) Implementation of service management applications in departments and offices;

(f) Implementation of desktop software for Umoja operations;

(g) Development of resource management solutions common to Headquarters and field missions, namely, customer relationship management enterprise applications.

Component 5
Strengthening information security

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Implement the information security framework endorsed as part of the ICT strategy	(a) (i) Increased number of security updates deployed (ii) Increased percentage of capability for effective monitoring of ICT assets and data and of attempted intrusions and policy violations (iii) Increased percentage of processes to review and validate security controls for enterprise applications and improved websites (iv) Increased percentage of deployment and upgrading of security infrastructure components to prevent, detect and respond to cyberattacks
(b) Implement the 10-point action plan approved by the General Assembly in its resolution 68/247 A to strengthen information security across the United Nations	(b) Increased percentage of secure workstation configurations deployed across the Secretariat
(c) Strengthen disaster recovery capacity	(c) Increased number of disaster recovery mechanisms, procedures and plans that are documented and tested for all critical enterprise applications and systems
(d) Establish Secretariat-wide accountability and management of information security with the Chief Information Technology Officer as the central authority	(d) Established information security governance framework to institute effective and accountable information security management throughout the Secretariat, with the Chief Information Technology Officer as the central authority

Strategy

25. The Office of Information and Communications Technology will focus on establishing enterprise architecture, will lead the strengthening of Umoja mainstreaming, information security and operational resilience and will ensure that ICT programmes are aligned with the core work of the United Nations. The component will focus on:

(a) Securing the configurations of workstations;

(b) Disaster recovery plans for critical systems;

(c) Maintenance of the information security and enterprise architecture frameworks.

Subprogramme 6
Information and communications technology operations

Objective of the Organization: To ensure the efficient, effective and transparent achievement of strategic organizational goals by establishing technology management structures to support the harmonization of the technology programmes of the United Nations Secretariat

Component 1
Enterprise hosting

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Consolidation of enterprise applications from New York, offices away from Headquarters and regional economic commissions to the Enterprise Data Centre in Valencia	(a) (i) Existing enterprise applications transferred from New York to the Enterprise Data Centre in Valencia (ii) Existing applications from offices away from Headquarters and regional economic commissions transferred to the Enterprise Data Centre in Valencia
(b) Harmonization of dispersed server rooms and data centres into regional and enterprise data centres and migration from physical to virtual servers	(b) Reduction in the overall number of physical servers

Strategy

26. The component will implement an enterprise hosting model with a view to increasing efficiencies and strengthening effectiveness, thereby providing more robust technology service in support of the work of the United Nations.

Component 2
Network consolidation (multi-protocol label switching)

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Transition of regional networks to a single integrated, centrally managed network	(a) Reduced disparate networks through the migration of existing regional networks to a global network based on centrally endorsed standards and on industry best practice
(b) Reduced network downtime resulting from structured network and security monitoring across the enterprise network	(b) Increased percentage of network availability

Strategy

27. The component will focus on:

(a) Ensuring the conformity with established policies and relevant industry standards of all information and communications technology services delivered by the Office;

(b) Management and maintenance of the global telecommunications infrastructure that connects Headquarters with offices away from Headquarters and peacekeeping missions; expansion and upgrading of the e-mail, enterprise systems (in cooperation with the Department of Field Support, as appropriate);

(c) Upgrading of the Headquarters campus network infrastructure with robust capabilities to support large and multiple user groups with diverse requirements for mission-critical data, voice and video traffic;

(d) Provision of technical and operational support for servers, personal computers and mobile devices connected to the Headquarters network;

(e) Provision of infrastructure support to all departmental applications at Headquarters data centres and enterprise applications in the enterprise data centres in Brindisi and Valencia.

Component 3
Enterprise service desk

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capability of the Secretariat to provide around- the-clock global support for enterprise applications	(a) (i) Increased number of enterprise applications supported by the Enterprise Support Centre (ii) Around-the-clock support provided by the Enterprise Support Centre (iii) Increased percentage of overall user satisfaction rating
(b) Harmonization and streamlining of service desk procedures, processes and technology platform across the Secretariat	(b) Reduction in the number of local help desks throughout the Secretariat

Strategy

28. The component will focus on supporting users of enterprise information and communications technology systems throughout the Secretariat and providing incident management services for enterprise applications, including Umoja, through the establishment of a global enterprise service desk. The component will also coordinate the provision of information and communications technology support to all permanent and observer missions of Member States of the United Nations in New York and will operate and maintain secure voice and message communications globally among all United Nations offices and cellular telephony. It will focus on providing infrastructure support for all central software applications, such the

Official Document System, e-mail, Inspira, the enterprise identity management system, iNeed and the Internet/intranet.

Component 4
Mainstreaming Umoja

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Validation of the level of resources required to support Umoja in the mainstreaming phase	(a) Documented requirements for successful Umoja mainstreaming, validated by the ICT governance bodies covering technical, financial and human resources areas
(b) Achieve effective operation and ongoing support of the Umoja application through a phased approach to mainstream into the Office of Information and Communications Technology	(b) (i) Completion and approval of a project charter/business case that includes the scope, risks, timeline and milestones to be achieved for the successful implementation of 3 phases (ii) Successful implementation of the approved phase 1 plan to mainstream Umoja (iii) Successful implementation of the approved phase 2 plan to mainstream Umoja

Strategy

29. The component will ensure that the transformational Umoja initiative is sustained through mainstreaming into established technology capacity.

Component 5
Broadcast and conference support

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Wide-scale adoption of up-to-date technology and staffing solutions, promoting global synergies and efficiencies for the delivery of broadcast and conference services, meetings and virtual meetings (video- and audio-teleconference) under the authority of the Office of Information and Communications Technology	(a) (i) Consolidation and harmonization of broadcasting practices and conference support processes and the related technology and staffing responsibility across the United Nations Secretariat under the authority of the Chief Information Technology Officer (ii) Reduced number of distinct entities providing such services operating independently of an overarching structure and authority (iii) Reduced fragmentation through the adoption of standard technologies and methodologies and the harmonization of workflows and responsibilities

(b) Wide-scale provision of technology to the Secretariat, permanent missions and delegations allowing for the use of a single sign-on or digital identification card for multiple authentication and identification purposes, including participation and identification in meetings, either in person or virtually, and accessing searchable audio and visual recordings of meetings	(b) (i) Increased use of digital identification for authentication and rights purposes, including access control to digital recordings, identification and titles for digital signage purposes with respect to meetings, and participant authentication when seeking to participate in meetings virtually, by videoconference or other means (ii) Increase in globally standardized staffing responsibilities, electronic meetings governance practice, digital recording dissemination and access control, harmonized by a single digital mechanism technology
(c) Provision of effective support for meetings, including virtual meetings and events, at the United Nations, including automation and self-operation modes as appropriate	(c) Increased technological standards, governance mechanisms and standard operating procedures implemented globally; integrated identification card is adopted allowing for the use of a single card across multiple platforms, including access and rights control, delegate nameplate and media assets management technology

Strategy

30. The component will focus on providing appropriate technological and related logistical and technical support for conferences, meetings, broadcasts, videoconferences, virtual meetings and all other requested audio and video services.

Chapter II

Proposals to improve the implementation of results-based budgeting

A. Introduction

1. In paragraph 33 of the report of the Committee for Programme and Coordination on its fifty-third session (A/68/16), it is stated that the Committee "considered that the objectives of the Organization, the expected accomplishments of the Secretariat and the indicators of achievement, as set out in the biennial programme plan, could be improved to indicate more clearly the impact of the activities implemented and recommended that the General Assembly request the Secretary-General, on the basis of the experience gained during the implementation of results-based budgeting, to present proposals for such improvement to the Committee at its fifty-fifth session". The General Assembly endorsed this recommendation in its resolution 68/20.

2. The following section of the present report responds to that request and provides information on the concept of results-based budgeting, the challenges faced, the experience gained during implementation and proposals aimed at improving the framework to indicate more clearly the impact of the activities implemented.

B. Results-based budgeting

3. Results-based budgeting in its current format was introduced in the programme planning budget for the biennium 2002-2003, in accordance with General Assembly resolution 55/231. Results-based budgeting uses a logical framework that defines and links inputs, activities ("what we do"), outputs ("whom we reach") and results ("what we help to achieve"). It is a budget process in which:

(a) Budget formulation revolves around a set of predefined objectives and expected accomplishments (results);

(b) Expected accomplishments justify the resource requirements, which are derived from and linked to outputs that are required in order to achieve such results;

(c) Actual performance in achieving results is measured by indicators of achievement.

4. These concepts are also reflected in the definitions included in the annex to the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8):

(a) "Inputs" are personnel and other resources necessary for producing outputs and achieving accomplishments;

(b) "Activities" are actions taken to transform inputs into outputs;

(c) "Outputs" are final products or services delivered by a programme or subprogramme to end users;

(d) "Expected accomplishments" are desired outcomes involving benefits to end users, expressed as a quantitative or qualitative standard, value or rate, and are the direct consequence or effect of the generation of outputs and lead to the fulfilment of a certain objective;

(e) "Indicators of achievement" measure the extent to which the objectives or expected accomplishments have been achieved. Indicators correspond either directly or indirectly to the objective or the expected accomplishment for which they are used to measure performance;

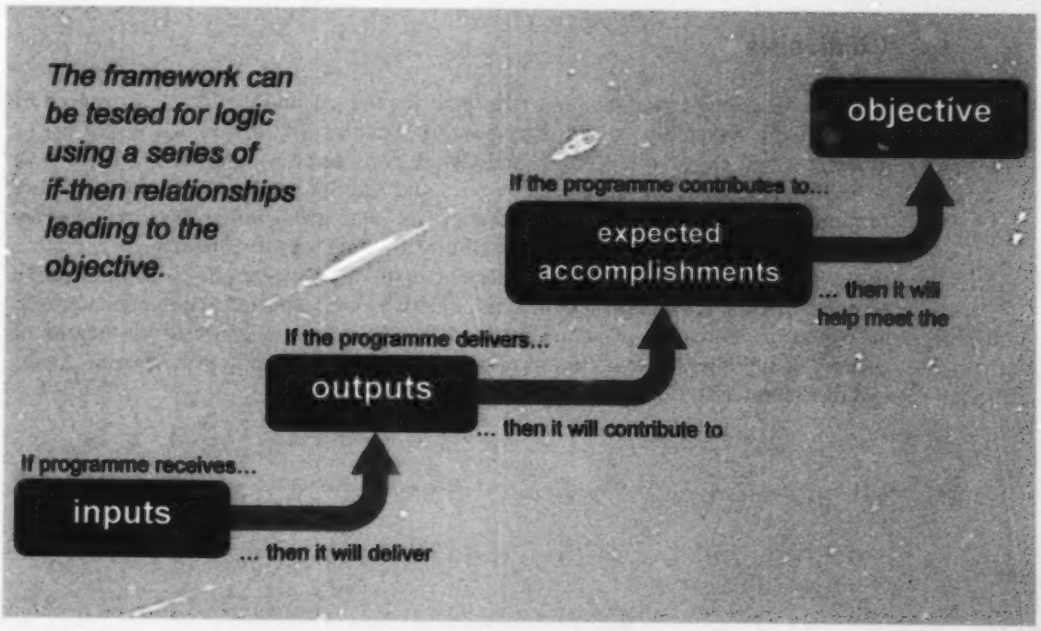
(f) "Objective" refers to an overall desired achievement involving a process of change and aimed at meeting certain needs of identified end users within a given period of time;

(g) "Impact" is an expression of the changes produced in a situation as a result of an activity that has been undertaken.

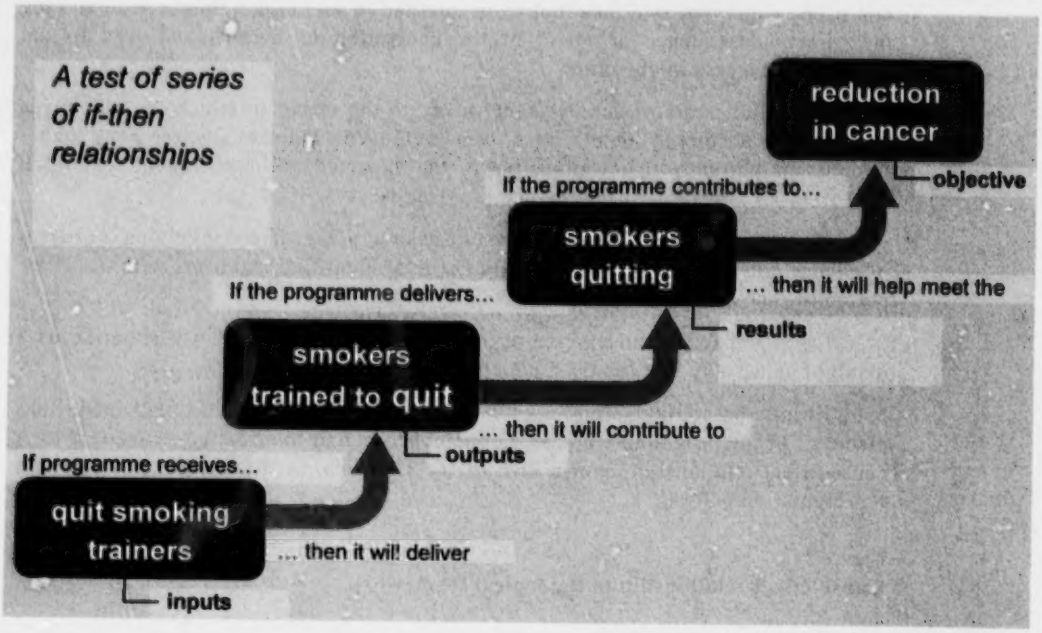
5. Results-based budgeting uses a logical framework that defines and links elements of the programme budget in one coherent and interrelated structure with a cause-effect relationship among each of the elements, as illustrated in the graphic representation below.

Figure I
Cause-effect relationship of the logical framework

A. Test of if-then relationships


The framework can be tested for logic using a series of if-then relationships leading to the objective.
objective
If the programme contributes to...
expected accomplishments
... then it will help meet the
If the programme delivers...
outputs
... then it will contribute to
If programme receives...
inputs
... then it will deliver

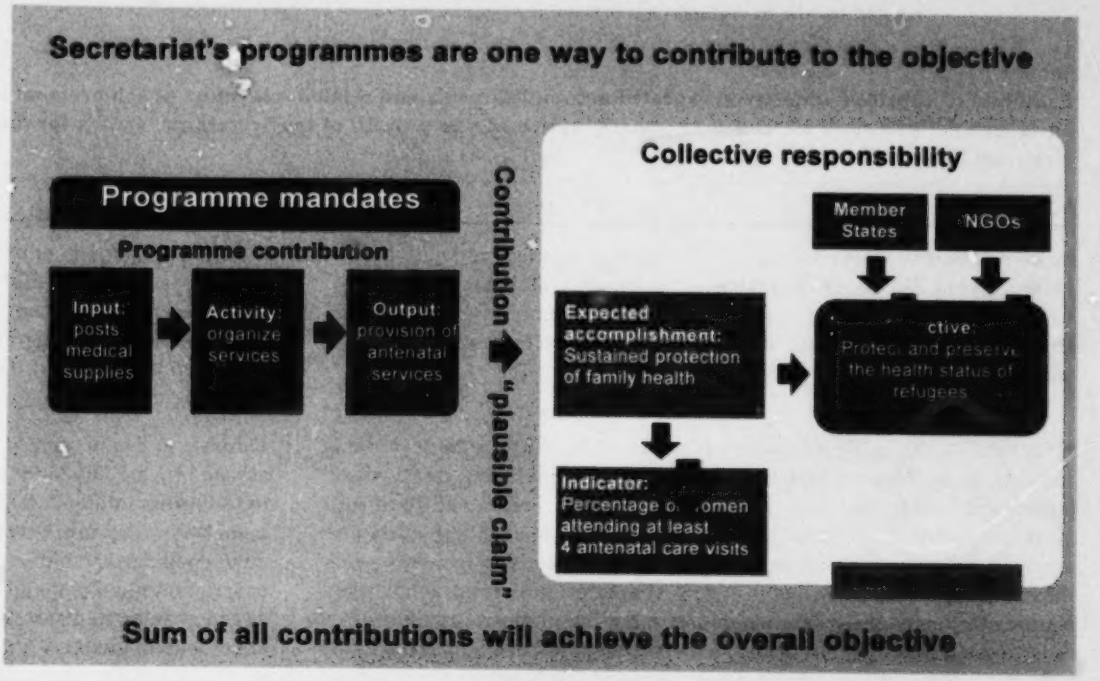
B. Example: smoking



C. Challenges

6. As described in the medium-term plan for the period 2002-2005 as revised by the General Assembly at its fifty-seventh session (A/57/6/Rev.1 and Corr.1), objectives and expected accomplishments are considered by the Secretariat to be a collective responsibility of Member States and the Secretariat. These elements are formulated to indicate observable change for end users rather than an ongoing activity of the Secretariat. The responsibility for such observable change is neither the exclusive preserve of Member States nor of the Secretariat. It is a collective responsibility, and success in achieving objectives and expected accomplishments as measured by indicators of achievement will in part be a measure of the degree of success of the international community, working in partnership with Member States and the Secretariat.

Figure II
Overall change vs. contribution


Secretariat's programmes are one way to contribute to the objective
Programme mandates
Programme contribution
Input: posts, medical supplies
Activity: organize services
Output: provision of antenatal services
Contribution → "plausible claim"
Collective responsibility
Member States
NGOs
Expected accomplishment: Sustained protection of family health
ctive:
Protect and preserve the health status of refugees
Indicator:
Percentage o omen attending at least 4 antenatal care visits
Sum of all contributions will achieve the overall objective

Abbreviation: NGOs, non-governmental organizations.

7. The challenge for the Secretariat, therefore, is to demonstrate, through the logical framework, the link between the planned outputs and the planned results, which should make it plausible that the planned results are, at least in part, to be brought about thanks to the contributions (outputs) of the Secretariat. This implies that the planned results should, on the one hand, go beyond the contributions (outputs) of the Secretariat, i.e., reflect the impact of the Secretariat's work on its end users rather than the work itself, and, on the other hand, reflect benefits for end users that do not create too wide a gap between that impact and the Secretariat's work. At the same time, the General Assembly has requested the Secretariat (see resolution 55/231, para. 9) to ensure that expected accomplishments and, where possible, related indicators of achievement are included in the programme budget to measure achievements in the implementation of the programmes of the Secretariat and not those of individual Member States.

8. Since the biennium 2002-2003, the experience of formulating and approving objectives, expected accomplishments and related indicators of achievement, as part of the strategic framework, has reflected this challenge. Sometimes, final objectives, expected accomplishments and related indicators of achievement as approved by the intergovernmental process have been defined more as "end-user impact" statements as a result of the Secretariat's work; at other times, they have been defined more as statements about, or closely related to, the Secretariat's work itself. The following excerpts from the approved biennial programme plan for the biennium 2016-2017 provide examples of both cases (see tables 1 and 2), which represent the two sides

of the spectrum. Furthermore, figure III presents the "cause-effect" relationship in which the indicator of achievement is defined more as a statement about, or closely related to, the Secretariat's work itself.

Table 1
Examples of approved objectives, expected accomplishments and related indicators of achievement that have been defined more as "end-user impact" statements as a result of the Secretariat's work for the biennium 2016-2017

Objective	*Expected accomplishment*	*Indicator of achievement*
To empower stakeholders in their policymaking and decision-making by providing scientific information and knowledge and keeping the world environment under review	Global, regional and national policymaking is facilitated by environmental information made available on open platforms	Increase in the number of United Nations agencies and multilateral environmental agreements using data on environmental trends identified through UNEP to influence their policy
To accelerate the implementation of sustainable development goals, targets and commitments in accordance with the internationally agreed development goals, including those contained in the United Nations Millennium Declaration and those to be defined as part of the post-2015 development agenda, including the sustainable development goals, and the outcomes of major United Nations conferences and summits, in particular the United Nations Conference on Sustainable Development, and Agenda 21	Enhanced capacity of developing countries, including small island developing States, and countries with economies in transition to formulate and implement strategies, policies, frameworks and programmes in support of sustainable development, with a special focus on gender equality and empowerment of women	Increase in the number of countries assisted by the Division, through the subprogramme, that have launched policy initiatives and developed partnerships, programmes and plans of action aimed at achieving sustainable development goals

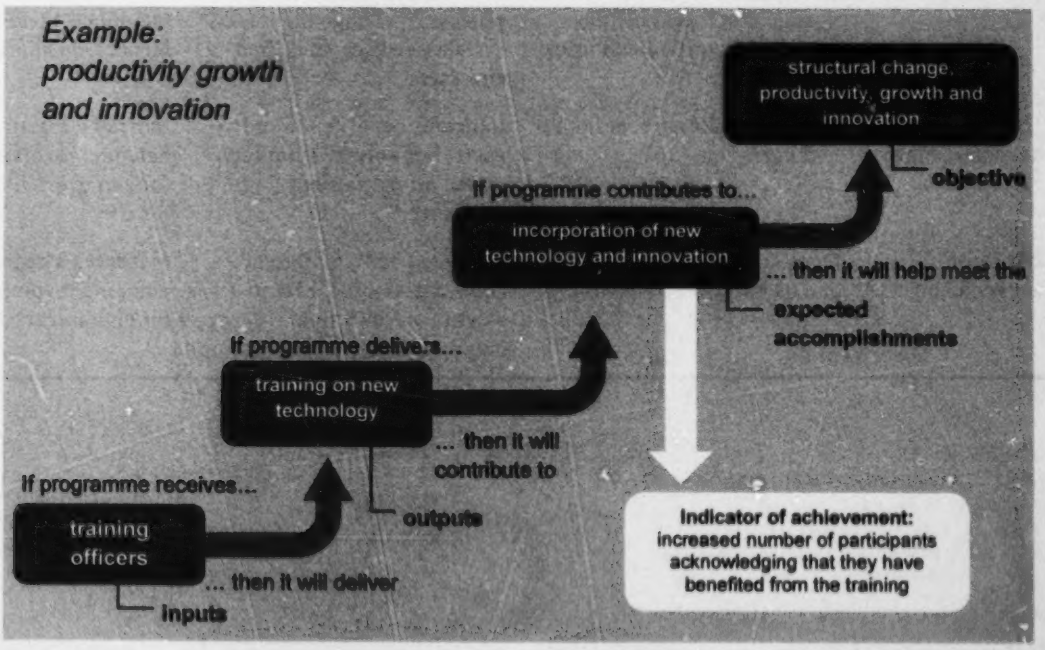
Abbreviation: UNEP, United Nations Environment Programme.

Table 2
Examples of approved objectives, expected accomplishments, and related indicators of achievement that have been defined more as statements about, or closely related to, the Secretariat's work itself for the biennium 2016-2017

Objective	*Expected accomplishment*	*Indicator of achievement*
To increase support for the efforts and work that UNEP and its partners are undertaking to address critical environmental issues	Improved awareness of and dialogue on the world economic situation, including fostering and disseminating a unified United Nations view on the world economic outlook and its implications for the prospects of developing countries, including the least developed countries	Increase in the number of downloads from the website of the Development Policy and Analysis Division to obtain information, documentation and publications
To provide Member States and the public with objective, impartial and up-to-date information on disarmament activities	Enhanced contribution of OHCHR to the effective achievement of the Millennium Development Goals	Increased number of activities carried out and measures taken in contribution to the effective achievement of the Millennium Development Goals

Abbreviations: OHCHR, Office of the United Nations High Commissioner for Human Rights; UNEP, United Nations Environment Programme.

Figure III
Example of cause-effect relationship in which the indicator of achievement is defined more as a statement about, or closely related to, the Secretariat's work itself instead of the impact of the activity



D. Experience gained during implementation

9. Over the past 10 years, the Committee for Programme and Coordination and the General Assembly, while recognizing improvements in the logical framework, have requested the Secretary-General to further improve the qualitative aspects of indicators of achievement in order to improve the evaluation of results, bearing in mind the importance of defining indicators in a way that ensures their clear measurability.

10. In order to support the Secretary-General's proposals on how objectives of the Organization, expected accomplishments and indicators of achievement, as set out in the biennial programme plan, could be improved to indicate more clearly the impact of the activities implemented, a review of those elements approved for the bienniums 2006-2007 and 2016-2017 was undertaken.

11. For the bienniums in question, each objective, expected accomplishment and indicator of achievement was reviewed in an attempt to determine whether they clearly indicated the impact of the outputs to the end user. Given the subjective nature of the logical framework, and in order to provide the most consistent categorization possible that would provide an indication of where we stand today, standard criteria were used for the categorization of each element, using the approved definitions of the corresponding results-based-budgeting elements, as reflected in table 3. An example of the categorization is shown in table 4.

Table 3
Criteria of the categorization

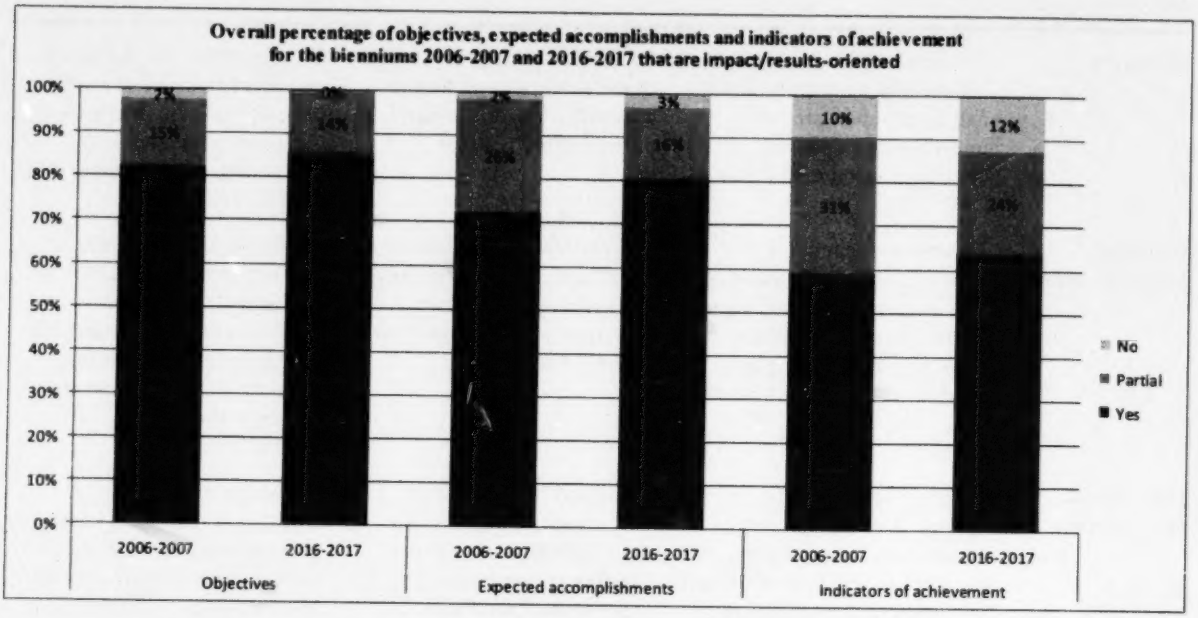
	No	*Partial*	*Yes*
Objective	Does not include a process of change that meets certain needs of identified end users	Indicates to a limited extent a process of change that meets certain needs of identified end users	Includes a process of change that meets certain needs of identified end users
Expected accomplishment	Does not indicate benefits for end users	Indicates benefits for end users, but only to a limited extent a final desired outcome	Indicates a desired final outcome involving benefits for end users
Indicator of achievement	Does not measure benefits for end users	Measures benefits for end users, but only to a limited extent a desired final outcome	Measures a desired final outcome involving benefits for end users

Table 4
Example of the categorization

	No	*Partial*	*Yes*
Objective	To increase support for the efforts and work that UNEP and its partners are undertaking to address critical environmental issues	To facilitate wider awareness of the international treaties concluded under the auspices of the United Nations	To strengthen the ability of countries to move towards climate-resilient and low-emission strategies for sustainable development and human well-being
Expected accomplishment	Enhanced capacity of OHCHR to provide training and advice to promote human rights compliance with a view to protecting rights holders at the national level	Stakeholders make greater use of quality statistics and methodological studies produced and disseminated by ESCWA	Further developed national institutional frameworks and corresponding implementation practices of member countries, in line with the ECE Fundamental Principles of Official Statistics
Indicator of achievement	Increase in the number of United Nations policies, programmes and training courses on risk reduction that integrate best practices in sustainable natural resource management based on UNEP reports and inputs	Increased percentage of participants who indicate their satisfaction with the training on treaty law and practice in a survey or otherwise	Increased number of institutions established or strengthened in the field of human rights at the national level through assistance and training provided by OHCHR

Abbreviations: ECE, Economic Commission for Europe; ESCWA, Economic and Social Commission for Western Asia; OHCHR, Office of the United Nations High Commissioner for Human Rights; UNEP, United Nations Environment Programme.

Figure IV
Comparison of objectives, expected accomplishments and indicators of achievement for the bienniums 2006-2007 and 2016-2017



12. The review broadly shows that there has been improvement over the past 10 years in indicating more clearly the impact of the activities implemented, particularly under expected accomplishments and indicators of achievement. However, significant room for further improvement exists, in particular as the degree of improvement varies considerably across subprogrammes, with some programmes showing less clearly the impact of the activities for 2016-2017 compared with 2006-2007. In this regard, figures V and VI show a more detailed trend with respect to indicators of achievement.

Figure V

Percentage of indicators of achievement for the biennium 2006-2007 that are impact/results-oriented, by programme

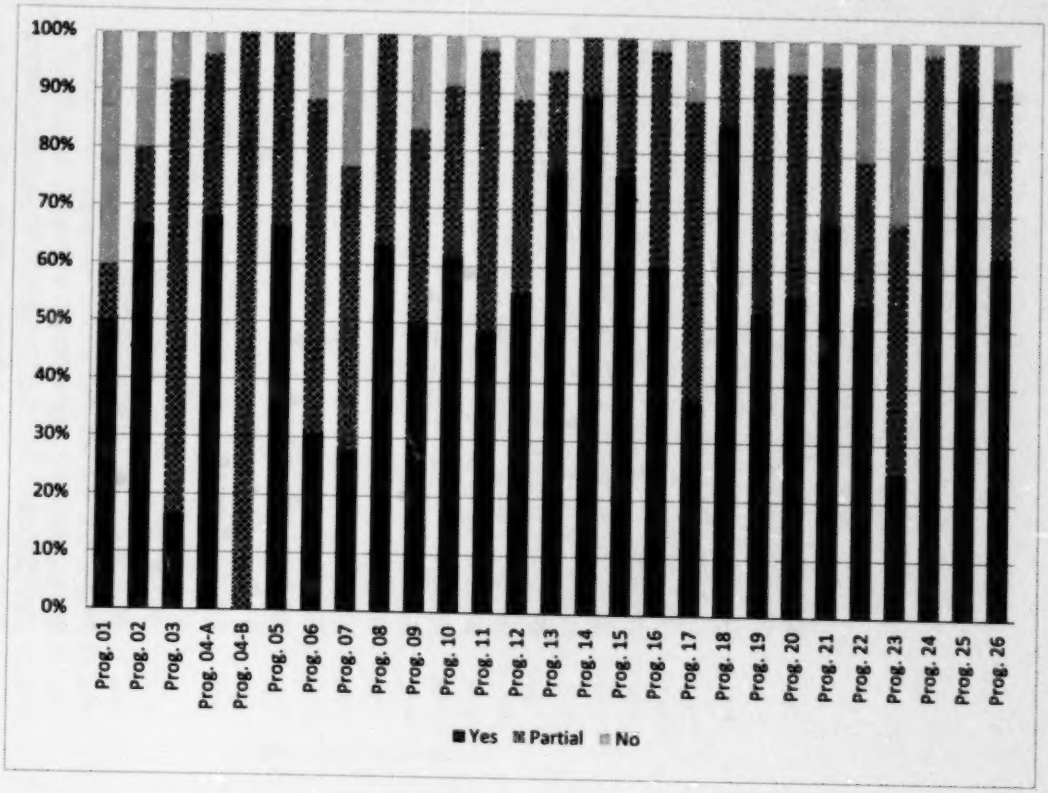
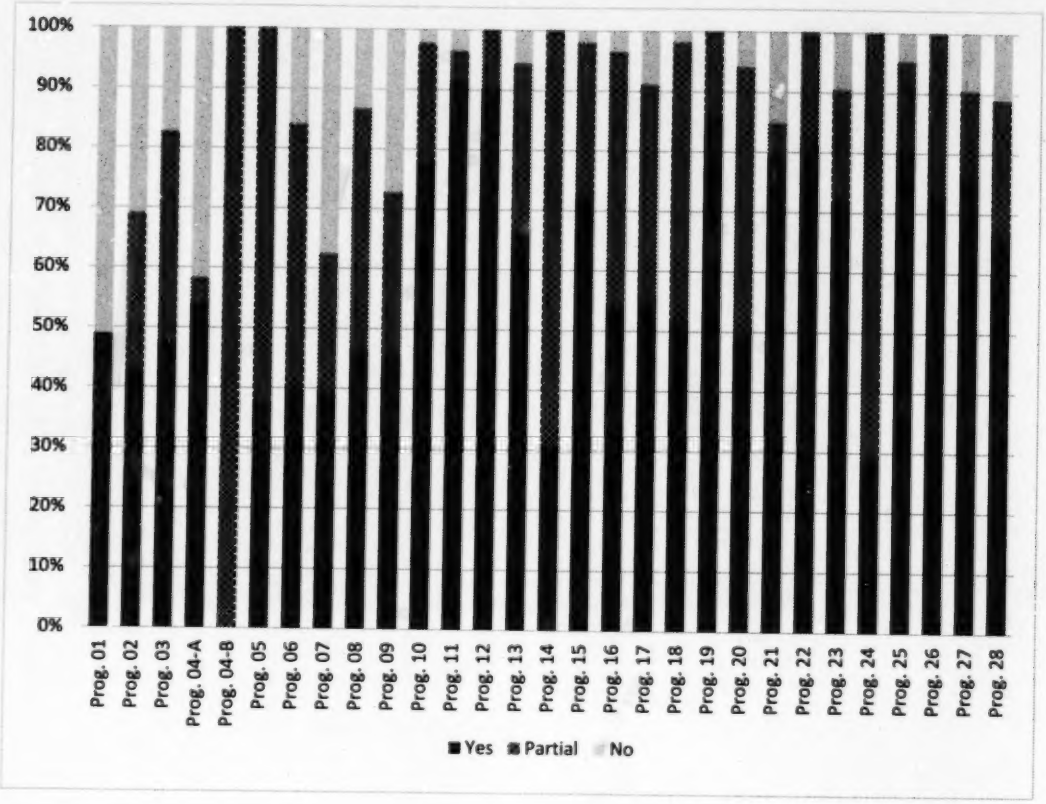


Figure VI
Percentage of indicators of achievement for the biennium 2016-2017 that are impact/results-oriented, by programme



E. Proposed steps forward

13. Against the background provided above, the Secretariat proposes steps to improve the elements of the results-based-budgeting frameworks so that they indicate more clearly the impact of the activities implemented, according to the criteria shown in table 3. The proposed improvements to the frameworks would be implemented gradually across a number of bienniums, starting with the strategic framework for 2018-2019, in which the Secretariat would propose replacements for and revisions to the objectives, expected accomplishments and indicators of achievement for approximately five programmes. Subject to subsequent endorsement by the General Assembly, the Secretariat would make similar proposals with respect to the remaining programmes from the biennium 2020-2021 onwards.

F. Recommended action to be taken by the General Assembly

14. It is recommended that the General Assembly approve the proposed steps to be taken by the Secretariat as outlined in paragraph 13 above.